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## **1. About the CPM Program**

The Certified Public Manager (CPM) Program was developed by Arizona State University in 1979. The CPM Program is a nationally-recognized professional development program for government managers.

The CPM program is the only professional certificate program that serves managers across the spectrum of public service. Participants work in federal, state, tribal and local governments. They come from large and small organizations, in both rural and urban settings. They are professionals from every discipline found in public service: from law, engineering, planning, accounting, nursing, and environmental science, to name a few.

The CPM program is designed to help government organizations develop middle and top-level management teams capable of successfully managing changing roles and resource challenges. Individual managers learn both current management theory and job-related techniques in order to improve their performance and broaden understanding of political and administrative environments. Emphasis is on practical application.

## **2. ASU's Advanced Public Executive Program**

The Advanced Public Executive Program (APEP) of Arizona State University has administrative responsibility for the Certified Public Manager Program in Arizona. APEP is part of the School of Public Affairs in the College of Public Programs at Arizona State University. The APEP Director and CPM Program Coordinator serve on the National CPM Consortium Board of Directors.

APEP's mission is to build the capacity of the people and organizations that serve the public. APEP has offered innovative professional development programs for the public sector for almost two decades. Each year, approximately 1,000 government managers and elected officials participate in APEP's professional certificate programs.

The CPM Program is APEP's oldest and most comprehensive management development program. It is well established in Arizona, and enjoys wide participation by State and local government managers in both rural and urban areas.

### **3. National CPM Consortium**

The Certified Public Manager program is governed by the National CPM Consortium. The Consortium is comprised of representatives from academic and government institutions from 23 states (including Arizona) and the Federal government.

The National Consortium establishes requirements for CPM program content and ensures that accredited state programs maintain the highest standards. Arizona's CPM program was one of the first to be established in the nation, and has continued to obtain reaccreditation every five years. Arizona State University's program was most recently reaccredited in 2002.

### **4. Benefits of the CPM Program**

Since its inception, nearly 1,000 managers in Arizona have attained the Certified Public Manager national certification from Arizona State University. Most participants are referred to the program by enthusiastic CPM graduates.

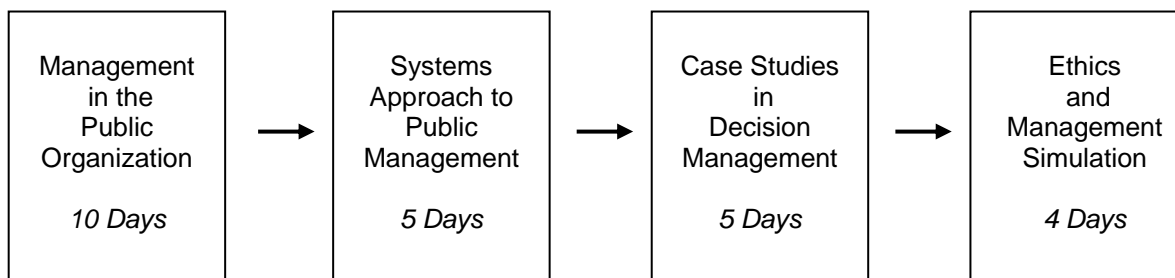
Why have so many government managers in Arizona sought out this premier management development program? Because graduates of the CPM program:

- Attain nationally recognized, professional certification.
- Enhance management knowledge, skills and abilities.
- Expand professional relationships across all levels of government- federal, tribal, regional, state, county and city.
- Gain new insights from professional colleagues in different disciplines – e.g., police, fire, engineering, finance, health, libraries, etc.
- Experience highly interactive courses designed specifically for public-sector professionals.
- Explore current government issues in classes taught by experienced practitioners.
- Apply what they learn through practical, work-related exercises and projects.
- Gain understanding by analyzing real-life government case studies.
- Leverage their CPM experience to advance professionally and assume greater leadership positions in government service.
- Deepen their appreciation for the challenges and rewards of public service.

## 5. CPM Program Courses

The CPM program offers a systematic and comprehensive approach to management development for public service professionals. It consists of four sessions providing a total of 24 full-days of instruction. The program typically takes 1 ½ years to complete. Sessions must be taken consecutively, in the order shown below:

### Certified Public Manager Course Sequence



## 6. CPM Program Content

The Certified Public Manager is a comprehensive development program designed to build the capacity of government managers and executives. Overall program content requirements are established by the National CPM Consortium.

ASU's CPM program curriculum covers a broad range of management subjects, with an emphasis on practical application. Participants are required to do extensive outside reading as part of the CPM program, and are expected to come to class prepared to participate in lively, highly interactive group discussions. In the process, they come to learn as much from one another as they do from the instructors.

Through the analysis of real-life case studies, participants gain a deeper understanding of the complexity of today's public sector challenges. They learn about the practical aspects of human resource management and budgeting in the public sector. In addition, they explore the dynamic nature of leadership and organizational systems, with consideration of political, economic, and ethical issues. Proficiency is measured through team projects, individual assignments and class examinations.

A detailed listing of the topics covered in each of the four CPM courses is outlined in the following pages.

# Certified Public Manager

## Course Content

### Management in the Public Organization

(10 Days)

#### Introduction to Critical Issues

- Critical thinking
- Workforce diversity
- Multiple generations in the workplace

#### Leadership

- Current leadership challenges
- Fostering effective leadership behaviors
- Action plan for leadership

#### Managing in a Political Environment

- Political decision-making
- Political feasibility
- Political mapping
- Political strategy

#### Managing Human Performance

- Effective performance
- Impact of performance on organizational productivity
- Factors of performance
- Time preferences
- Listening style preferences
- Persuasion

#### Managing Planning

- Business planning process
- Strategic planning
- Operational planning
- Integration techniques

#### Quality Organizations

- History of organizational development
- Design elements in formal organization

- Factors contributing to organizational productivity
- The informal organization
- Organizational culture

#### Competition/Collaboration in the Public Sector

- Alternative service delivery options
- Issues involved
- Proposal development process
- Proposal selection criteria
- Implementing alternative service delivery

#### Managing Financial Resources

- Setting up a base budget
- Alternative budget structures
- Legal constraints
- Political, economic and social considerations
- Legislative review and adoption

#### Managing Programs

- Chaos Theory
- Program planning process
- Manager's role
- Performance measures

#### Managing Organizational Change

- The change process
- The manager's role in the change process
- Impact of change
- Modifying change

## **Systems Approach to Public Management**

**(5 Days)**

- The Environment and the Organization as Systems
- Tools for Effecting Organizational Change
- Positioning for Results: Implementation of Systems Concepts
- Optimizing Performance: Team Technology
- Managing Information Systems

## **Case Studies in Decision Management**

**(5 Days)**

- The Decision-Making Process and Case Method Analysis
- The Anatomy of the Decision Making Process
- Case Studies in:
  - The Decision-maker and the Decision Environment
  - Situational Analysis
  - Problem Analysis
  - Decision Analysis

## **Ethics and Management Simulation**

**(4 Days )**

- Ethics, Values and Administrative Responsibility
- Public Management Simulation

## **7. Customized Curriculum**

ASU's CPM program curriculum provides a comprehensive perspective on public management. While the greatest benefits are attained by completing the entire certificate program, many of the CPM course segments can be offered as stand-alone modules.

In addition, the CPM program content can be customized to reflect an organization or department's unique challenges. Examples might include the addition of guest speakers to address an agency's internal budget system or an important regional public policy issue.

APEP has offered customized versions of the CPM program for several government organizations, including:

- City of Tucson Police Department
- Maricopa County Sheriff's Office
- City of Phoenix Police Department
- Arizona Department of Economic Security
- Pinal County
- Federal Government Managers

APEP would be pleased to develop customized CPM programs to meet the needs of other government organizations. For more information about customization options and pricing, contact the Advanced Public Executive Program.

## **8. Work-Related Projects**

A unique feature of the CPM program is that participants must complete work-related projects to augment their coursework. Each participant undertakes several individual projects designed to address current workplace challenges. The nature and scope of the work-related projects are typically defined by the participant and his or her supervisor. For instance, projects could involve developing a strategic plan for the division; evaluating the impact of flextime policies, leading a process improvement initiative, etc.

These work-related projects provide a major benefit of the CPM program. Participants are able to immediately apply their newly acquired knowledge and skills. This ensures that managers will retain what they have learned in the classroom. They are able to take on important projects that often lead to cost savings, improved staff morale and other significant improvements for the sponsoring organization. In this way, government employers gain an immediate return on their professional development investment.

## **9. CPM Instructors**

APEP utilizes distinguished instructors for the CPM program, with demonstrated ability to link the theory and practice of public administration. Instructors are chosen for their knowledge of public management principles, practical experience, special expertise, and unique insight.

CPM instructors have included university faculty and APEP staff, state and local government executives, former elected officials, and private consultants. All presenters share a passion for public service. They bring their own unique style, creativity, and enthusiasm to the classroom. Regular instructors achieve consistently high ratings from CPM class participants.

## **10. Academic Credit**

APEP offers the CPM Program as a non-credit professional certificate program. However, APEP and the ASU School of Public Affairs faculty have developed an option for those interested in pursuing academic credit.

Under this creative alternative, students may obtain up to 9 hours of undergraduate upper division credit or up to 6 hours of graduate credit towards the Master of Public Administration degree. Interested students will register for an independent study with an ASU faculty member and complete some additional work to augment their CPM coursework. Students must be admitted to Arizona State University to be eligible for this option.

APEP staff can provide further information about this unique option for undergraduate or graduate credit through Arizona State University. CPM participants should be aware that other colleges and private universities in Arizona and around the country may confer academic credit for completed CPM coursework. Interested persons should contact a representative from their academic institution for more information.

## **11. Affiliated Government Partners**

Arizona State University has developed the CPM program in Arizona in collaboration with state and local governments. Approved partner agencies offer Supervisory training that fulfills the prerequisites established by the National CPM Consortium.

In this way, participating agencies can offer their employees a customized in-house supervisory development program based upon the organization's internal management policies, systems and procedures. Graduates from these internal management development programs can then go on to the CPM program where they can interact with colleagues from other government organizations and consider management concepts from a broader perspective.

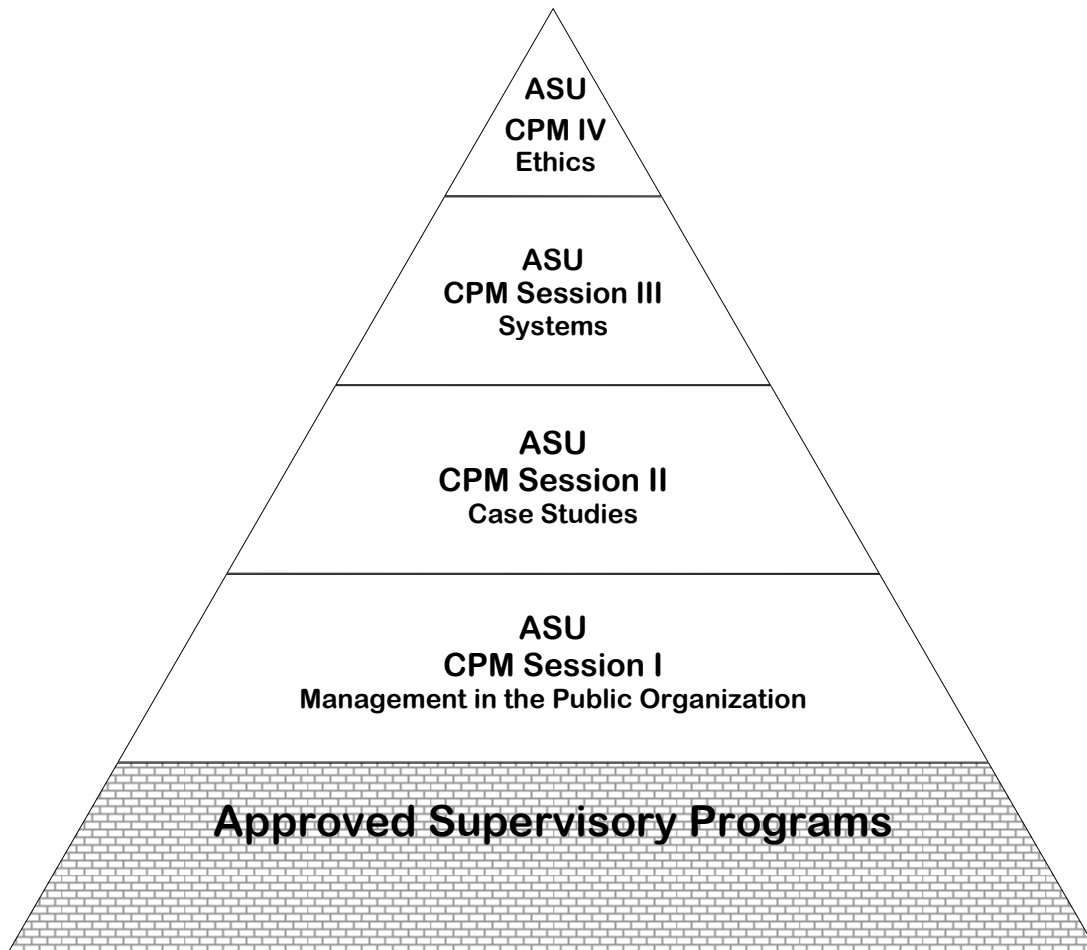


APEP is proud of to be associated with the following collaborative government partners:

Approved Supervisory Programs	
AHCCCS	City of Phoenix
Arizona Department of Administration	City of Tempe
Arizona Department of Corrections	City of Tucson
Arizona Department of Economic Security	City of Yuma
Arizona Governmental Training Services	Certified Municipal Clerks (IIMC)
ASU Employee Development Program	Maricopa County
Pinal County	

Approved Supervisory Programs serve as feeders for the CPM program in Arizona. Graduates from these approved programs are automatically eligible for admission into ASU's program. Representatives from APEP's Affiliated Partners also serve on the ASU CPM Advisory Board. These agency representatives provide ongoing feedback and coordination to ensure the continued success of Arizona's CPM program.

## **Affiliated Partners Provide Foundation for CPM**



APEP encourages state and local government organizations to become partners in delivering this premier management development program in Arizona. Interested agencies may submit their internal supervisory training materials to ASU. The APEP CPM Program Coordinator will review the agency curriculum to determine if it meets the minimum National CPM Consortium requirements for program content and duration. For more information, contact APEP.

## 12. Regional Offerings

The CPM program is offered regularly in Phoenix and Tucson. However, given current budget constraints, many government agencies are looking for ways to reduce the cost of professional development. Travel costs associated with attending training in the metropolitan areas has become prohibitive for many communities. Yet, now more than ever, state and local governments need the most highly qualified professionals to meet the challenges facing the public sector.

ASU wants to ensure that all public managers in Arizona have access to high-quality, affordable professional development opportunities. Therefore, APEP is prepared to take the CPM program “on the road” to serve public managers in rural Arizona.

APEP works in partnership with a local government sponsor to bring the CPM program to different locations in Arizona. The only requirement is that the sponsor work with APEP to ensure that a minimum of 25 managers enroll in the program. This ensures that APEP can cover program expenses while keeping the registration fees as low as possible.

In 2003, APEP and the City of Yuma began offering the CPM program in Western Arizona. This regional offering will dramatically reduce the overall cost of training for government agencies in this part of the state, while providing greater convenience and flexibility. An additional benefit is the opportunity to foster networking for public sector professionals from different levels of government in the region. Learning together provides exceptional opportunities to strengthen intergovernmental relationships and promote broader understanding of regional issues.

## 13. Affordable Cost

The Certified Public Manager program is the premier management development program for public sector professionals. Despite rising costs, APEP is determined to continue to offer this high-quality management development program at the lowest possible cost.

At current pricing, the cost for the CPM program averages **only \$75 per person per day**. Clearly, given the proven benefits of the CPM program and this below-market cost, it remains the best value for government managers in Arizona. Even though many government agencies have been forced to reduce their budgets for employee training and development, enrollment in the CPM program continues to climb. Public executives know that if they have any dollars to invest in employee professional development, CPM offers the greatest return on their investment.

Current registration fees are shown below. Pricing is slightly higher for CPM courses offered outside the Phoenix metropolitan area due to increased costs associated with travel and logistics.

<b>CPM Registration Fees</b>			
<b>CPM Course</b>	<b>Course Length</b>	<b>Cost per Participant</b>	
		<b>Maricopa County</b>	<b>Other Locations</b>
<b>Management in the Public Organization</b>	10 days	\$630	\$710
<b>Systems Approach to Public Management</b>	5 days	\$430	\$480
<b>Case Studies in Decision Management</b>	5 days	\$430	\$480
<b>Ethics and Management Simulation</b>	4 days	\$430	\$480
<b>Entire Certificate Program</b>	24 days	\$1,920	\$2,150
<b>Average Cost</b>		\$80.00 per person per day	\$89.58 per person per day

## 14. For More Information

To learn more about Arizona State University's Certified Public Manager program, contact:

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